



## **EXECUTIVE SUMMARY**

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DFAIT's first human resources strategy issued in April 1997 was both a consultation document and a blueprint for organisational change. This second version of the HR strategy, built on extensive consultations within and without the Department, completes our preparations for sustained action. While planning will continue through our integrated business, HR and information management planning cycle, we are now concentrating on implementation. The focus of consultation with stakeholders will shift from strategic direction to action. Consequently, this summary is a report on progress, the final version of our HR strategy and the beginnings of a detailed action plan to put that strategy into place.

### ***PROGRESS TO DATE***

During our discussions with staff around the world last spring on the consultation paper, we encountered a deep scepticism about management commitment across the department, across all streams and at all levels. The feedback from employees was: "Great plan - sounds good - now convince us that you will deliver on your promises." In the past year, delivery has begun in earnest.

### **LOCALLY-ENGAGED STAFF (LES)**

All outstanding missions (US missions and three others) have now been converted to the new global LES classification standard, as promised. We are now implementing the new compensation determination system for LES that we promised last year. A new learning strategy has been developed and approved for LES. In consequence, in FY 1998-99, there will be an unprecedented level of training available to LES coinciding with major projects which will unfold during that year. In effect, the introduction of the Integrated Management System, the renewal of the Signet platform, and the implementation of the Performance Measurement Initiative will require major training blitzes involving most LES to varying degrees. The Consular training program and the individual professional training program will continue to be available to LES. During this important transition year, the foundation will be laid at headquarters and abroad for the progressive implementation of the proposed integrated LES training strategy over the next three years. This will include the Virtual Campus, which should make modest beginnings in FY 98/99, offering LES the possibility of accessing some form of training using self-paced learning technologies and methodologies within the SIGNET environment. In 1997, we confirmed our co-ownership with the Treasury Board Secretariat of the pension/social security/insurance policy and programs for LES and our policy and administrative responsibilities therefor. We also formed the LES pensions and insurance division (SPSL) with a dedicated staff of six to improve both our management of LES pension and insurance plans and the quality of our service to LES around the world. We also committed additional resources to improving the HR policy functions for LES.